

Memorandum

Date: March 19, 2004

To: Directors of California Libraries

From: Dr. Kevin Starr, State Librarian of California

RE: Pilot LSTA Targeted Grant Program: "California Cultural Crossroads"

I am pleased to announce the implementation of a pilot grant program titled "California Cultural Crossroads" for 2004/05. Under this pilot program, four libraries will receive \$25,000 in Library Services and Technology Act grant funds and onsite technical assistance to develop a formal joint venture with an ethnic cultural arts entity resulting in ongoing cultural ethnic programming in the library. If this pilot project is successful, a larger statewide grant program may be implemented.

Bringing ethnic cultural programming into libraries will hopefully entice underserved ethnic community members to visit and utilize the library for their educational and recreational information needs. At the same time, it will introduce all individuals in the community you serve to the culture of your targeted ethnic group. In order make this programming self-sustaining into the future, I am very interested in testing the viability of library joint ventures with ethnic cultural entities for this purpose. For this reason, recipients of grants under this pilot will be required to execute a joint venture agreement.

The conditions of this program are enclosed. Libraries applying for this program must certify at the time of application either that they are compliant with the provisions of the Children's Internet Protection Act (CIPA), or that they will not be using LSTA funds to purchase computers used to access the Internet or to pay for direct costs associated with accessing the Internet. See the CIPA [overview](#) for more information and for links to the certification forms. Please note the **deadline for receipt of applications and CIPA certifications at the State Library is 4:00 p.m. on May 31, 2004.**

If you have any questions about this pilot grant program, please contact Kathy Low, Library Programs Consultant at (916) 653-6822, or by e-mail at klow@library.ca.gov.

To better provide you with information on how I hope this pilot project will increase library visibility and use among potentially underserved ethnic cultures, hypothetical examples of projects that might be funded under this pilot program appear below, along with program conditions and guidelines.

Hypothetical examples of potential pilot projects:

Example #1:

In a community with an underserved Ukrainian population, the library establishes a joint venture with a Ukrainian Cultural Association that results in the library benefiting from the association annually presenting programs in the library on Ukrainian culture, history, and holidays, and assisting the library in its ongoing collection of Ukrainian language materials, and the Association benefiting from the opportunity and venue to promote an understanding of the Ukrainian people, and the Ukrainian culture, and to the community, and to their American born children.

Example #2:

In a community with an underserved Asian population, the library establishes a joint venture with an Asian Theatrical Group, which results in the library benefiting from the group assisting with ongoing collection development of Asian performing arts materials, outreach to the Asian community, provision of speakers on Asian theater topics that relate to special library book displays or collections. In turn, the Theatrical Group has a new venue (i.e. the library's community room) to introduce new upcoming productions (for example, to interest the community in an upcoming musical production, one of their Chinese opera singers would provide a one hour free performance of songs from the production in the library's meeting room).

Example #3:

In a community with an underserved African American population, the library establishes a joint venture with a African American Writer's organization. The organization benefits by having a regular venue for their members to do readings from their new books, and to give talks on topics pertaining to African American Culture. The library benefits from having ongoing book talks by African American authors.

Example #4:

In a community with an underserved Native American population, the library establishes a joint venture with a Native American Storytelling Association that results in the library benefiting from professional storytellers doing children's storytelling on a regular basis, and the association having a venue for their members to practice their craft.

Conditions of the program are as follows:

1. Grant awards will only be made to libraries eligible to receive funds under the Library Services and Technology Act.

2. Libraries must either certify that they are compliant with the provisions of the Children's Internet Protection Act (CIPA) or that they will not be using LSTA funds to purchase computers used to access the Internet or to pay for direct costs associated with accessing the Internet. See the CIPA [overview](#) for more information and for links to the certification forms.
3. No more than two applications may be submitted by any single library jurisdiction, and no more than one award will be made to any single library jurisdiction under this pilot program.
4. Successful applicants are required to send a team, consisting of a library administrator who will be overseeing the project, the library grant project person, and a representative from the partnering ethnic cultural entity to a mandatory one day training to be held in Sacramento on either September 22nd or 29th, 2004. Travel expenses to this training may be reimbursed under the recipient's grant if desired.
5. Successful applicants must establish a formal written joint venture agreement between the library and the partnering ethnic cultural entity. (Note: Although the primary programming activity may occur at a branch library location, the joint venture agreement must be executed between the overall library administration and the ethnic cultural entity.)
6. Successful applicants must develop a plan as to how the programming resulting from the joint venture will draw the targeted population into the library, and increase their usage of library services.
7. As part of the joint venture agreement, successful applicants must develop a plan for the ongoing sustainability of the programming begun under this grant project.
8. All funds must be encumbered by Thursday, June 30, 2005, and all invoices cleared by Thursday, August 30, 2005. Any funds not expended or encumbrances not liquidated by August 30, 2005 must be returned to the State Library.

Successful applicants will receive:

1. On-site expert consultation as needed on one or more of the following:
 - Planning
 - Resource identification
 - Working with community groups
 - Formal relationship building between the entities
 - Developing the written joint venture agreement
 - Promoting and marketing the joint venture
 - Sustainability of the joint venture and activities

2. A grant of \$25,000 which can be used for activities such as:

- Meeting expenses related to establishing the formal joint venture agreement between the parties involved
- Allowable programming costs
- Printing and other expenses related to promoting the new joint venture
- Reimbursement of travel expenses
- Temporary staff

Unallowable uses of grant funding include:

- Costs of alcoholic beverages
- Entertainment costs, including amusement, diversion, and social activities and any costs directly associated with such costs
- Costs of organized fund raising, investment counsel and staff and similar expenses incurred to enhance income from investments
- Lobbying
- A list of allowable and unallowable uses of LSTA funding can be found at www.library.ca.gov/assets/acrobat/restrict.pdf.

A clarification of the term “programming” may be helpful. Programming can be any planned event that enhances the role of the library as a community provider of public interest content of interest to all ages, promotes lifelong learning and the unique contribution of the library as a cultural institution, and introduces attendees to library resources and related services or activities. The program may provide information by means such as presentations, films storytelling, plays, speeches, discussion groups, etc. The event must be sponsored and/or hosted by the library on-site unless organized cooperatively with a partner such as a museum. Programs at sites such as museums, schools, literary clubs or service clubs are allowable if the library is a lead organizer or cooperating sponsor. The library must be responsible for, or substantially contribute to, the planning of the agenda, content, delivery, funding or staff needed to offer the event, and be credited as such.

Confusion may exist between the scope of programming and the allowability of entertainment. To be acceptable for LSTA funding, entertainment must be relevant to the theme of the event and an integral part of a larger library effort that includes elements, such as promotion regarding the library and its collections and post event follow-up such as readings, discussion groups, or traveling exhibits. Creative material is allowable, such as actors performing or reading from historical sources that can be located in the library, musical performances that connect with library materials, or puppetry and storytelling based on literary or historical characters if appropriate for a library audience. Entertainment solely for background accompaniment or publicity value is not encouraged. One test is that if the entertainment were to be eliminated the program would still be able to stand on its own. For example, a clown performing at a chautauqua

event featuring an actor playing an historical figure would not be integral to the success of the event. The actor is integral.

Since one of the goals of this pilot program is to test the viability of library joint ventures for the purpose of long term sustainable ethnic cultural programming, we encourage you to review the comparison chart for a partnership vs. a joint venture, and also the “Conditions of Partnership” that appears as supplemental information for the application.

The original and five copies of each application for grant funding must be received at the State Library by 4:00 p.m. on May 31, 2004. Fax copies are not acceptable. Award decisions are expected to be announced in early July.

Review Process:

All eligible applications will be reviewed by State Library staff and members of the public library community. Each application will be reviewed and scored as follows:

- Demographic data (12 points maximum)
- Existing relationship with partnering entity (14 points)
- Anticipated benefits to both partners (50 points maximum)
- Plans for promoting the new programming (12 points)
- Time table of anticipated project activities (12 points)

All reviews and scores will be forwarded to the State Librarian who makes the final decision regarding awards and non-awards.

The California State Library reserves the right to award less than four grants if it deems less than four competitive applications are received.

Supplemental information about the concepts of partnerships vs. joint ventures begins on the following page.

SUPPLEMENTAL INFORMATION: Partnerships vs. Joint Ventures.

PARTNERSHIPS	JOINT VENTURES
<p>Casual Agreement</p> <ul style="list-style-type: none"> • Even casual agreements can be in writing • Library director or staff person can make the partnership commitment 	<p>Written Agreement</p> <ul style="list-style-type: none"> • Agreement is legally binding • Agreement requires an agreed-upon budget & layers of review & approval beyond the library director
<p>Short-term</p> <ul style="list-style-type: none"> • Partnership is usually activity-, event- or project-based • Partnership usually has a single objective • Relationship has a finite time line with no promise of continuation 	<p>Long-term</p> <ul style="list-style-type: none"> • Joint Venture agreement provides for review, evaluation & change • Joint Venture usually has major goal & many objectives
<p>Sometimes share resources</p> <ul style="list-style-type: none"> • Library sometimes gives more than it gets • Partners usually provide in-kind resources 	<p>Shared resources necessary</p> <ul style="list-style-type: none"> • Agreement clearly defines who gives what • Sharing is usually fair, equitable and agreed upon in advance
<p>Sometimes share outcomes</p> <ul style="list-style-type: none"> • Library is often more focused on outcomes than the partner 	<p>Shared outcomes necessary</p> <ul style="list-style-type: none"> • Outcomes & results are equally valued by each partner
<p>Sometimes share goals</p> <ul style="list-style-type: none"> • Partners may share beliefs or an objective 	<p>Shared goals necessary</p> <ul style="list-style-type: none"> • Partners have a common vision, mission and share well-defined goals & objectives
<p>Library bears risks and burdens</p> <ul style="list-style-type: none"> • Partnership has limited risks & exposure 	<p>Shared risks and burdens</p> <ul style="list-style-type: none"> • Agreement clearly defines liability for both partners
<p>Mutual benefits not necessary</p> <ul style="list-style-type: none"> • Partnership success is usually library-focused 	<p>Mutually beneficial</p> <ul style="list-style-type: none"> • Joint Venture success is based on shared decision-making, planning & outcomes

<p>Accomplish library objectives</p> <ul style="list-style-type: none"> • Because partnership is library-driven • Partnership is neither symbiotic nor sustainable 	<p>Accomplish something neither partner can do alone</p> <ul style="list-style-type: none"> • Because of costs, magnitude of the problem, lack of knowledge, amorphous nature of the issue, or the need to involve a large number of people • Joint Venture creates new entity based on a symbiotic, sustainable relationship
<p>Library leads partnering effort</p> <ul style="list-style-type: none"> • No “give & take” required 	<p>Library may have to lead, follow or “get out of the way”</p> <ul style="list-style-type: none"> • Partners are equal; no one partner is in control • “Give & take” is necessary for the venture to evolve; library may have to defer in areas beyond their expertise
<p>Not exclusive relationship</p> <ul style="list-style-type: none"> • Commitment is not necessarily on-going • Library can probably get what it needs from several potential partners 	<p>Exclusive relationship</p> <ul style="list-style-type: none"> • Requires total commitment of each partner • Agreement may contain a “no compete” clause
<p>Library driven</p> <ul style="list-style-type: none"> • Library can focus exclusively on its own needs 	<p>Partner driven</p> <ul style="list-style-type: none"> • Requires equal participation by each partner on all levels
<p>Partners no necessarily equal</p> <ul style="list-style-type: none"> • Partners aren’t necessarily “equals” & this has no consequences 	<p>Partners are equal (valued)</p> <ul style="list-style-type: none"> • Each partner’s role is clearly defined • Partners view each other as equals
<p>Partners may or may not have input</p> <ul style="list-style-type: none"> • Library determines how much input partner can have 	<p>Partners have equal input</p> <ul style="list-style-type: none"> • Partners work together to develop agreed upon roles • Partners share responsibility for intellectual contribution
<p>Some trust, accountability, responsibility, commitment</p> <ul style="list-style-type: none"> • Potential partners view library as trustworthy; no need for library to “earn” partner’s trust • Requires responsibility & commitment but not accountability 	<p>High level of trust, accountability, responsibility, commitment</p> <ul style="list-style-type: none"> • Partners work to develop, nurture & maintain trust • Both partners highly value accountability, responsibility & commitment

<p>Don't need to have an established relationship</p> <ul style="list-style-type: none"> • Library can partner with strangers because of its perceived value in the community 	<p>Need to have an established relationship</p> <ul style="list-style-type: none"> • Relationship has been cultivated over time • Joint Venture is based on common values & shared experience • Partners know each other, like each other & are motivated & committed to work together
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Source: Shelly Keller; Patty Wong and Claudia Kane; Joint Ventures Workshops

SUPPLEMENTAL INFORMATION: CONDITIONS OF PARTNERSHIPS

The following twelve “Conditions of Partnerships” also apply to joint ventures. They are excerpted from the publication *Joint Ventures: The Promise, Power and Performance of Partnering*. The full text of this document can be found at <http://www.library.ca.gov/assets/acrobat/JointVentures.pdf>

“The Institute of Museum and Library Services publication, *True Needs, True Partners*, provides insight into why partnerships are challenging and why organizations must persevere. Their findings are based on the experiences of 15 partnerships between museums and schools around the United States. The publication includes descriptions of each project plus the commonalities found in each partnership. These “Conditions of Partnerships” describe 12 factors that should be considered when partnering. They are:

1. Obtaining early commitment and endorsement from management staff.
2. Establishing early and direct involvement among staff of all partnering organizations.
3. Understanding the needs of each of the partnering organizations.
4. Creating a shared vision for the partnership and setting clear expectations for what both partners want to achieve.
5. Recognizing and accommodating the different organizational cultures and structures.
6. Incorporating realistic goals into the planning process.
7. Allocating enough human and financial resources.
8. Clearly defining roles and responsibilities.
9. Promoting open dialogue and communication.
10. Providing tangible benefits for partnering organizations.
11. Encouraging flexibility, creativity and experimentation.
12. Involving the community.”